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*Frances Albrier*  
**MODEL · CITIES  
PROGRAM**  
a brief analysis

**berkeley, california**



june 1971





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## I. INTRODUCTION

Almost five years have passed since Congress enacted legislation creating the Model Cities Program. During this time over 150 cities have initiated Model Cities planning efforts. Among them, Berkeley has completed its planning year and the City Comprehensive Demonstration Plan has been forwarded to Washington, D.C. for final approval.

If approved by the Department of Housing and Urban Development, Berkeley anticipates a grant of \$1,403,000 to administer the Program's First Action Year.

This paper, developed by the City Demonstration Agency, attempts to define and analyze the legislation creating the Model Cities Program, general practices of other Model Cities programs throughout the nation, and present a brief description of the South Berkeley Model Cities Program.





## II. BACKGROUND AND ANALYSIS OF THE NATIONAL MODEL CITIES PROGRAM

Congress, in the fall of 1966, enacted, after lengthy debate, legislation launching a demonstration effort known as the Model Cities Program. The program was designed to encourage development of a concerted local attack on the broad range of social, economic, and physical problems observed in many neighborhoods of this nation's cities.

Eligible cities were to receive one-year planning grants with which to prepare comprehensive development plans (CDP's) to improve the quality of life in locally defined neighborhoods. Both implementation and on-going planning would occur over a five-year demonstration period. During that time funding would be available through appropriate Federal categorical aid programs and supplemental Model Cities grants. The latter were to be used for "new and innovative activities, the redirection of existing resources to better use, and the mobilization of additional resources".

The legislation, Title I of Section 105 of the Demonstration Cities and Metropolitan Development Act of 1966, authorized the Secretary of Housing and Urban Development (HUD) to make grants and provide technical assistance to enable city demonstration agencies to plan and carry out the Model Cities program.

### A. Goals and Objectives

Basically, the goals and objectives of the program are to provide resourceful vehicles to cities of all sizes to resolve social, economic, and physical problems confronting them. Of significance, the Secretary has been instructed to provide financial and technical resources to plan, develop, and carry out locally prepared and scheduled city demonstration programs containing new and innovative proposals to rebuild or revitalize selected slum and blighted areas; expand housing, job and income opportunities; reduce dependency on welfare; improve educational facilities and programs; combat disease and ill health; reduce the incidence of crime and delinquency; enhance recreational and cultural facilities and opportunities; establish better access between jobs and homes; and generally improve living conditions for the people who live in such areas, and to accomplish these objectives utilizing the most effective and economical concentration and coordination of Federal, State, and local public and private efforts to improve the quality of urban life.

The foregoing objectives are a synthesis of the goals of the Act and not necessarily those of the Secretary of HUD. There is a discrepancy between the language of the Act and the guidelines of the Secretary. Further, neither the Act nor the Secretary's guidelines (which are directives to the cities participating) exemplify means to accomplish the goals and objectives of the legislation when cities function under archaic public administration principals, when the State must approve a majority of their actions, and when they are faced with the brink of bankruptcy.

Although HUD's guidelines did not preclude an existing city agency from assuming responsibility for Model Cities planning, they quite clearly implied preference for a new organization. This organization (a City Demonstration Agency), was to be responsible directly to the chief execu-

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tive and as a "general rule" was not to be a "special purpose agency with an independent governing board". HUD further specified that CDA was to have the power, authority, and stature to achieve coordinated administration of the program; to reconcile conflicting plans for the Model Neighborhood; and to link operating programs among contributing agencies.

Cities were to provide residents with a meaningful planning role. No precise criteria, however, were presented translating resident participation into organizational alternatives. HUD simply called for "some form of organizational structure", with leadership acceptable to the neighborhood as representative of their interests.

#### B. Functional Process

CDAs interpreted HUD's planning guidelines as prescribing specific requirements concerning the planning process. Not only, for example, did HUD require submittal of a comprehensive development plan, but they appeared to be asking that the internal components of this plan be completed in a certain order, within a certain time frame, and through the use of certain skilled techniques.

1. Order and Time: Model Neighborhood problems were to be defined prior to definition of goals; objectives were to be stated before articulation of programs. Problems, goals, program approaches were, according to HUD, to be completed by the end of the eighth planning month or two-thirds way through the planning year. The entire plan was to be prepared within a one-year period.
2. Technique: CDAs were, in developing their plans, expected to quantify problems; establish the underlying cause of these problems; rank the importance of problems, goals, and objectives; and cost out both objectives and programs. All of these requirements, as well as others, clearly indicated the use of certain techniques endemic to the planning profession. Among those implicitly, if not explicitly, suggested by CDA Letter #4, HUD's basic planning guidelines, were use of surveys; synopses of available secondary data; development and use of means to rate and scale priorities; and methods to translate service-cost ratios to specific program budgets.
3. Product: Three specific products were required by HUD as part of local CDP's. The first, appropriately called Part I, was to present a description and an analysis of problems, causes, goals, and program approaches. It, as indicated above, was to be submitted two-thirds way through the planning period. Part II, a statement of five-year objectives and subsequent costs anticipated to achieve these objectives, and Part III, a statement of precise first year action plans and programs as well as intended administrative arrangements, were to be completed and passed on to HUD at the end of the planning period.

#### C. Performance Criteria

Local Model City structures, processes, and products were to be judged by HUD according to how well they met a set of performance criteria—

There are two main types of ...  
The first type is ...  
The second type is ...

It is important to note that ...  
In conclusion, ...

### References

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### Appendix

Table 1: ...  
Table 2: ...



that is, they were to be reviewed on the basis of their success in securing coordination; resident involvement; institutional change; innovation; resource concentration and mobilization.

None of the five basic performance criteria was defined by HUD in operational terms. All were stated more as norms than as tough, precise standards. Cities were ostensibly given much latitude to define locally relevant definitions.

#### D. Summary

HUD, in most cities, sought the creation of a new general purpose planning organization administratively responsive to the chief executive. This organization would have responsibility for preparation of the CDP. Model Neighborhood goals stated in the plan were to be based on a clear and comprehensive statement of Model Neighborhood problems and their underlying causes. Program approaches, strategies, and priorities, based on the CDA goal and problem analysis, were to be stated in order to set a framework for development of five year objectives and costs as well as budgeted first year projects.

A city's planning efforts were to be judged not only on the substance of submitted documents, and the processes leading to the creation of these documents, but also on the degree to which initiated planning processes and submitted products reflected loosely defined HUD performance criteria, such as: coordination; institutional changes; resident involvement; innovation; and resource concentration and mobilization. HUD assumed that their prescribed planning system, if linked to public and private resources, would serve participation Model Cities as a instrument to improve the lives of local residents.

### III. OLD MYTHS AND NEW REALITIES

The foregoing identifies the Model Cities processes nationwide. The process, however, fails to identify the constraints usually encountered at the local level.

Of significance, one of the greatest impediments to the success of a Model Cities Program, has been the misconception of what it is and what it can accomplish. The supporters of the legislation proclaimed the program as the greatest enactment of social legislation since the New Deal; while the residents within affected target areas felt it was the answer to poverty (a super poverty program). Mayors and city officials anticipated the program would magically remove them from "hock", and consequently pour billions of dollars into their cities; while city department heads and directors of public agencies fearfully anticipated this new program, with all its political ramifications would supplant their bureaucracies.

The program befits none of the foregoing descriptions. For cities that learn how to use it, the program is a tool that can enable a city to effectively utilize existing resources, and to use those resources to attract additional revenue, thus providing the city citizens with an upgrade and expeditious delivery of public services without exorbitant tax increases.





The program can accomplish this because the very nature of its operations (notwithstanding the Act) forces it into the coordinative role, rather than the executionary position. Thus, the flexibility, and the involvement dictates that Model Cities Agencies coordinate the roles of traditional and established agencies, rather than supplanting them with a super-agency.

#### IV. THE SOUTH BERKELEY MODEL CITIES PROGRAM

Nearly 200 cities submitted applications to the U. S. Department of Housing and Urban Development for the first round of planning grants. This initial response indicated a high degree of determination on the part of cities to attack their tough social, economic, and environmental problems. In late 1967 and early 1968, HUD selected 75 cities for the first round of planning grants. An additional 75 cities, among which was Berkeley, received second round planning grants.

After two rejections from HUD, Berkeley officially received a planning grant, in March of 1970, of \$127,000 for planning their Model Cities Program. The planning phase was completed and the City Comprehensive Demonstration Plan was submitted to the Department of Housing and Urban Development in February of 1971. It is anticipated that DHUD will tender an offer of contract to the City of Berkeley for execution of the CCDP sometime during June of 1971.

Ideally, Berkeley has the greatest chance of all participating cities to succeed as a true (in the terms of the legislation) Model City. While outsiders look upon Berkeley as atypical (it is difficult to measure Berkeley's problems in comparison to other cities) of other cities who have virtually insolvable problems, the juxtaposition of these problems when measured internally become prominent.

The prominence of social, economic, and environmental problems throughout the Flatlands of Berkeley have virtually the same degree of magnitude, when measured internally, as larger urban cities. Although the City of Berkeley has undergone a significant change during the last decade, specific areas, particularly South and West Berkeley, have absorbed these changes since mid-World War II. These areas suffered from high degrees of deteriorated housing, ill-health, high rates of unemployment, and both institutional and structural racism.

The accumulation of these urban ills and their attendant problems led the CDA staff, South Berkeley Model Cities Neighborhood Council and Board of Directors, various City departments, public agencies, and ad hoc community committees to the development of over one-hundred "problem sets".

These "problem sets" eventually became the Problem Analysis section of the CCDP. The final program direction, approach, goals, and objectives are a result of the problem analysis.

The Five-Year goal of the Program focuses upon Neighborhood Development. The strategies to accomplish this goal consists of a primary thrust in economic development and housing, with a secondary emphasis on health and child-care to provide supportive services and social amenities. Initially, over fifty





First Action-Year projects were developed by task forces, ad hoc committees, and CDA staff. These were reduced, for budgetary purposes, to twenty-one.

These twenty-one projects were included within the submission to the U. S. Department of Housing and Urban Development for review and approval. During the review, with HUD and other federal agencies, it was strongly urged and recommended that the submitted twenty-one projects be reduced to a maximum of twelve, and preferably ten. Subsequently, the CDA staff and SBMCNC-Board's Ways and Means Committee revised the original submission to eleven First Action Year projects (see Exhibit 2). These eleven projects consist of the following:

<u>Program Category</u>	<u>Project Title</u>
Education	Parent Involvement in Curriculum Design Early Learning Child-Care Agency
Health	Health Services Unit Track Center
Social Services	Neighborhood Service Center
Recreation	Community Young-Adults Living Arts
Manpower & Job Development	Comprehensive Manpower Service
Housing	*Community Housing & Economic Development Corporation Housing Rehabilitation
Relocation	Residential Relocation Planning & Services
Economic & Business Development	Business Management Assistance *Community Housing & Economic Development

\*A hybrid project that serves two program areas.

The CDA staff makes no pretense that these projects are the panacea to all urban problems. It is highly suspect that any one program can resolve the tangled web of urban problems. The South Berkeley Model Cities Program can, however, accomplish the following:

1. Increase the incomes of Model Neighborhood Residents:

Significantly, this is the one true tangible result a successful Model Cities Program can accomplish. Providing an increase of income goes far beyond providing employment, for if jobs are created that lack marketable skills, lateral mobility, or pay wages lower than the wider community of the City, little or no results will occur to bridge the gap between the middle-income and poverty-stricken.

While the program cannot wipe-out poverty, it can and should mitigate the cycles of poverty.





## 2. Attract Federal and non-Federal Funds:

As the Background section of this report indicated, the legislative Act appropriated money for the execution of the Program. The purpose of the Model Cities Supplementary funds is primarily intended for demonstration purposes. Considering the relative tradition-breaking aspects of the Program, and the fact that innovation should be employed, HUD gives a grant to cities participating in the Program. This grant is formulated by the amount of federal money a city receives (see Base Entitlement section of the CCDP. If the Department of Housing and Urban Development enters into a Contract with the City of Berkeley, Berkeley will receive the sum of \$1.403 million to execute and carry out the eleven projects of its First Action Year.

The SBMC Program's goal (economic development) and paucity of staff during the planning year and interim period (the lag-time between submission to HUD and final approval) unfortunately prohibited the utilization of supplemental funds as they are intended. This, however, is not unique, for the majority of Model Cities Programs throughout the nation fail to use the leverage supplemental funds can obtain.

If these funds are used properly, and it is anticipated this can be accomplished during the Second Action Year, the Program should generate additional funds at the ratio of at least 5 to 1.

## 3. Direct Assistance to the City:

Obviously, items 1 and 2 as postulated above leave a direct impact upon the City of Berkeley. If the Program succeeds in increasing the incomes of the residents within a marginal economic area of the City, the effort is an increase in retail sales and subsequent taxes. Additionally, the increase in income demands an increase of public services; however, the recipients then will have the ability to pay their full share rather than rely upon the subsidy of more affluent areas within the City.

The attraction of additional monetary resources again directly effects the City. The 5 to 1 ratio includes grants and loans for parks, open-space, housing, public facilities, street improvements, and public works projects, in addition to employment programs (Public Service Careers), economic development programs, and investment from the private business sector. Thus, by virtue of the fact that a City has a Model Cities Program, federal agencies are more prone to expend money.

Although most federal programs require at least a 1/3 local share, many times programs can be manipulated wherein the Model Cities Program can assist if not absorb the local share. An inherent danger, however, can develop whereby Model Cities becomes a public works program, rather than programming funds into comprehensive areas.

## 4. Comprehensive Planning and Coordination:

Beyond the myths attributed to it, the Model Cities Program, through the CDA staff is designed to initiate and augment comprehensive planning and





coordination. Although comprehensivity is used loosely, and in vague terms, the term used in the Model Cities Programs means to dispense with "tunnel-vision".

Traditionally, cities established departments and public agencies to deal with specific matters (administration, planning, finance, public works, etc.). While these departments and agencies have acumen to perform in their respective roles, the specificity of their departments prevents a broader approach to areas that may be beyond their primary scope of work. Consequently, while the Health Department may have knowledge that ill-health is partly attributable to poor housing conditions, they are limited to using existing health and safety laws that do not provide for better housing. Another example, may be where a segment of the community has health problems that are attributable to dietary deficiencies and lack of suitable employment. Here again the Health Department is limited. While they can provide education that teaches the people proper dietary methods, they lack the ability to provide the positive employment that would allow for a proper diet. Similar illustrations can be drawn from practically every City department and public agency.

The City Demonstration Agency staff has the responsibility of linking these departments and public agencies together to provide cohesion and comprehensivity. The success of this is an overall reduction of costs, the removal of duplicity and overlap, and theoretically an upgrade to and a more expeditious delivery of public services.

#### V. CITIZEN PARTICIPATION

When Congress enacted the Model Cities legislation, they incorporated participation of the residents within the affected target area. This section of the legislation has become anathema to many city officials, social and physical planners, and other kindred professionals and laymen from the wider community.

It can be assumed that the primary reason for the enigma of citizen participation lies with unfounded fears and apprehensions of the establishment. Conversely, the apprehensions of entrenched interests, either within City Hall or the wider community, have only been justified where the minority or other similar population has been continually denied their basic rights.

The South Berkeley Model Cities Neighborhood Council (an 1800 member body) was incorporated in 1969. Although the Council and its Board have had discrepancies and disagreements with the previous City Council, an agreement of a "double-green light" system was developed. This is a form of mutual agreement and approval of programs and projects, whereby both parties must jointly approve each year's program content.

Although this system allows for a pseudo-parity between City Council and Model Neighborhood representatives, it also provides the City Council with a unwritten abrogation ability. Both the Act and the Contract the City must enter into with HUD are explicit concerning the responsibility of the governing body and the chief executive officer of the city. Specifically, the citizens





of the Model Neighborhood Area, and their representatives (the South Berkeley Neighborhood Council Board of Directors) must be a part of the planning and decision-making process. However, the final authority and responsibility must rest with the governing body (the City Council) and the chief executive officer (the City Manager).

Thus, the implication is not only a legal commitment, but more importantly a moral one as well. If, as HUD implies, the City must give stature, power, and authority to the City Demonstration Agency (whose Director and staff serve the MN citizens as staff) to achieve coordinated administration of the program, then the same discretionary powers and autonomy afforded other city appointed commissions must be given to the Model Neighborhood Board.

The foregoing has been emphasized in anticipation of problems other Model Cities Programs have encountered. Some cities have assumed dominant positions, whereby the citizens have little or no powers except for "rubber-stamp" approval. Other cities have established staff influence, which, in essence performs without the benefit or input of other agencies, and lacks the direct involvement of the chief executive officer. Still other cities have adopted parity systems where the chief executive officer is involved continuously, and citizens are equalateral. Two other prominent systems some cities employ are resident dominance whereby the citizens are autonomous and "negotiate" with city hall for portions of control, and resident influence where local organizations play a more prominent role than the chief executive.

The diversity of citizen participation systems employed by cities clearly indicates the flexibility of the legislation and HUD. As stated previously, neither HUD nor Congress determined the methods to accomplish citizen participation; only the mandate.

Thus, it is clear that a working relation between City and citizens must be clearly developed that is in the mutual interest of both parties. Of significance, the development of ground rules is not nearly so important as the continued execution of them.





CNI  
COMPONENT: EDUCATION

MODEL CITIES  
SUMMARY WORKSHEET  
FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

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Date April 7, 1971

GOAL: To increase the educational achievement of black Model Neighborhood residents to comparable levels of achievement of their white and oriental counterparts

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)*	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Parent Involvement	1a-d 2a 12	To organize, train and involve SBMC parents to take a more direct role in the education of their children by helping to make curriculum more relevant to black experience	5	5	R	\$34,175	\$34,175	-0-	BUSD
Early Learning Child Care Agency	Educ. 9a,b Child Care 1a-3	To establish an SBMC resident-controlled agency to provide early learning child care services, including training, facility development and direct care.  (Incorporate an agency - Child Development Agency - for joint venture with BUSD for spin off second.)  Train 26 mothers and rehabilitate 10 homes to day care standards; provide sliding scale subsidy for direct care.	3	3	NR	127,375	48,023	HEW Title IVA 78,372  Special DCMD. fund for Ed & Welfare Sppllication at State	BUSD/Child Development Agency

EXHIBIT 1





COMPONENT: HEALTH

MODEL CITIES  
SUMMARY WORKSHEET

FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

GOAL: To improve physical, mental  
and social well-being of SBMC  
residents and assist them in  
making maximum use of existing  
services

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)*	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Health Services Unit	2a, b 3a 4a 5a, b 6a 7c 8	To make basic general medical services available to all SBMC residents, transportation services, and to develop health needs data; develop new health careers	6-1/2	8	R	\$111,190	\$111,190		Berkeley Health Dept.
Track Center	1a-c	To provide preventive, educational and referral services <u>for drug abuse control, and treatment and rehabilitation of 150 hard core heroin addicts through methadone maintenance</u>	3	4	R	60,000	15,000	15,000 Community Mental Health  17,000 City  13,000 Short-Doyle	Herrick Community Mental Heal Center



COMPONENT:

GOAL:

MODEL CITIES  
SUMMARY WORKSHEET  
FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

Page 1 of 1Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Senior Citizens		To create new and revitalize old programs in order to meet the special needs of all classes of senior citizens in the Berkeley Model Neighborhood. <u>The funds will supplement the Social Planning dept's. senior citizens budget and will establish a Senior Citizens Program which will provide a variety of social services and leisure-time activities for MNA senior citizens. The Senior Citizens Council will be established to develop a plan for a South Berkeley Senior Citizens Center which could be initiated in the second action-year of the Model Cities Program.</u>			R	\$23,000	23,000	- -	City of Berk. Social Plng. Dept.





COMPONENT: RECREATION & CULTURE

MODEL CITIES  
SUMMARY WORKSHEET

GOAL: Provide young adults with an opportunity to influence the institutions that affect their lives  
FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Young Adult Community Living Arts	1a-3 2a-c	To provide all MN young adults with an opportunity to express their views and to develop and operate programs related to their needs both in terms of artistic and economic opportunities in a centralized center during the first year, to be spun off into 5 neighborhood youth centers in the second year.	12	14	R	75,000	75,000	- -	City of Berk. Parks and Recreation





COMPONENT: ECONOMIC DEVELOPMENT

MODEL CITIES  
SUMMARY WORKSHEET

GOAL: Enhance the economic well-being and self-sufficiency of the SBMCN Area

FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Business Management Assistance Project	1a, b 2a, b 3d	To motivate 15 MN residents to own and manage businesses; to increase the business management skills of MN residents; and to establish a vehicle to build long-term capital instruments. Perform feasibility study of Adeline Corridor business sector.	3	4	R	\$167,688	167,688	EDA	Urban League
Community Housing & Economic Development Corp.	2a,c,d	Provide venture capital to CHEDC to: Sponsor 20 new housing units; perform market study for initiating a new capital business.	5	5	NR	110,000	110,000	- -	CHEDC



COMPONENT: HOUSING

MODEL CITIES  
SUMMARY WORKSHEET

\* (R) - Recurring  
(NR) - Non-Recurring

GOAL: Provide sufficient high-  
quality housing to eliminate  
housing shortages for all  
population groups in the SBMCN Area

FOR FIRST ACTION YEAR FY 71 - 72

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Housing Rehabilitation	1a, b	To provide grants of \$4,000 maximum to rehabilitate a minimum of 25 homes.	4	6	NR	\$150,000	\$150,000		CHEDC





COMPONENT: MANPOWER &amp; JOB DEVELOPMENT

MODEL CITIES  
SUMMARY WORKSHEET\* (R) - Recurring  
(NR) - Non-RecurringGOAL: Increase MNA Residents' in- FOR FIRST ACTION YEAR FY 71 - 72  
comes to comparable level of the  
wider community

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Comprehensive Manpower System	1a; 3a; 3b	<u>Planning and Coordination</u>  a. Coordinate activities relating to South Berkeley Model Neighborhood Area of Concentrated Area Manpower Systems, State Department of Human Resources Development, and Concentrated Employment Program with South Berkeley City Demonstration Agency and Personnel Department.  Perform joint manpower planning with above agencies.  b. Equal Employment Opportunity Compliance Officer reviews and negotiates with all delegate agencies in addition to labor unions and industry to provide additional employment beyond Model Cities projects.  c. Coordinate Property Rehabilitation Employment Program (PREP) with Community Housing and Economic Development Corporation and local unions and contractors.  d. Provide three 3 man job teams to survey and analize skills of Model Neighborhood residents. The job teams will serve also as outreach workers for recruiting purposes.	13	13	R	\$147,000	\$147,000		Urban League





COMPONENT: MANPOWER & JOB DEVELOPMENT

GOAL:

MODEL CITIES  
SUMMARY WORKSHEET  
FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
		<p><u>Financial Assistance</u></p> <p>a. Provide training costs (a maximum of 40% of the candidate's salary) to Model Cities delegate agencies for lost time, supplies, instruction equipment, etc. The reimbursement for lost time shall be based upon the work proficiency level of the candidates. Salaries of candidates with a proficiency experience or educational level of 30% will be reimbursible at 40% of the gross monthly or hourly salary; salaries of candidates with a 50% proficiency level would be reimbursed at 30%; and salaries of candidates with a 75% proficiency would be reimbursed 20%. <u>A maximum of \$30,240 will be programmed for 20 trainees in this category.</u> These trainees will be placed in the <u>Property Rehabilitation Employment Program (PREP)</u>; Health Services Unit; Neighborhood Service Center; Residential Relocation Program; and Business Management Assistance Project.</p> <p>b. <u>Provide stipends for ancillary services to the 20 MNR candidates.</u> Ancillary services consist of transportation, child care, etc.</p>							



COMPONENT: MANPOWER & JOB DEVELOPMENT

MODEL CITIES  
SUMMARY WORKSHEET

GOAL: FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

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Date April 7, 1971

PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
		<u>Financial Assistance Cont'd - -</u>  c. Technical assistance and training grants to community-owned business within the MNA, in conjunction with the business assistance project ( see Economic Development)  d. Training costs and stipends to MNR who will work with the Central Re-location Agency as aides, relocation officers, enumerators, and community organization specialists.  e. <u>Provide training funds for 10 MNR's for Property Rehabilitation Employment.</u>							





COMPONENT: RELOCATION

GOAL: MODEL CITIES  
SUMMARY WORKSHEET  
FOR FIRST ACTION YEAR FY 71 - 72

\* (R) - Recurring  
(NR) - Non-Recurring

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PROJECT	OBJECTIVE	PROJECT PURPOSE AND CONTENT	NUMBER OF EMPLOYEES		(R) (NR)	TOTAL COST	MODEL CITIES FUNDS	OTHER FUNDS	OPERATING AGENCY
			MNR	TOTAL					
Relocation Program		Provide short and long-range relocation planning; provide relocation services for displaced families at Savo Island Complex	6	8	R	\$40,000	\$40,000		Redevelopment Agency



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